United Nations

Report of the Joint Inspection Unit

General Assembly

Official Records • Fifty-second Session
Supplement No. 34 (A/52/34)

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United Nations · New York, 1997

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ISSN 0255-1969

[Original: English]

[6 August 1997]

CONTENTS

Chapter		Paragraphs	Page
I.	INTRODUCTION	1 - 7	1
II.	PARTICIPATING ORGANIZATIONS	8	2
III.	COMPOSITION OF THE JOINT INSPECTION UNIT	9 - 10	3
IV.	SECRETARIAT	11 - 12	4
V.	PROGRAMME OF WORK	13 - 17	5
VI.	MEASURES TO FURTHER ENHANCE THE FUNCTIONING OF THE JOINT INSPECTION UNIT	18 - 31	6
VII.	RELATIONS AND COOPERATION WITH PARTICIPATING ORGANIZATIONS AND OTHER OVERSIGHT BODIES	32 - 38	9
	A. Participating organizations	32 - 33	9
	B. Other oversight bodies	34 - 38	10
VIII.	FOLLOW-UP ON JOINT INSPECTION UNIT REPORTS AND RECOMMENDATIONS	39 - 46	12

Annexes

I.	Towards a more effective system of follow-up on reports of the Joint Inspection Unit	14
II.	Joint Inspection Unit reports issued during the reporting period	17

I. INTRODUCTION

1. The Joint Inspection Unit (JIU) was created on an experimental basis under General Assembly resolution 2150 (XXI) of 4 November 1966. On 1 January 1978, the statute of the Unit, as adopted by the Assembly in its resolution 31/192 of 22 December 1976, took effect. By this action, the Unit became a subsidiary organ of the General Assembly and the legislative organs of the other organizations within the United Nations system that have accepted the statute of the Unit. Those organizations, hereinafter referred to as the participating organizations, are listed in chapter II of the present report.

2. The Unit is composed of 11 Inspectors having experience in national or international administrative and financial matters, including management questions, and are appointed by the General Assembly on the basis of equitable geographical distribution. They serve in their personal capacity for a term of five years, renewable once. The Inspectors have the broadest powers of investigation in all matters having a bearing on the efficiency of services and proper use of resources and may make on-the-spot inquiries and investigations. They are also mandated to inspect and evaluate the activities of the participating organizations and make recommendations aimed at improving management and methods and at achieving greater coordination among those organizations.

3. The main purpose of the Unit is to enhance the efficiency of the administrative and financial functioning of the United Nations system. According to its statute, the Unit shall, inter alia, satisfy itself that the activities undertaken by the participating organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out their activities.

4. The Unit prepares reports, notes and confidential letters addressed to one or more organizations and/or of interest to the United Nations system as a whole. In addition, the Unit submits an annual report to the General Assembly and to the legislative organs of the other participating organizations.

5. The present report, which covers the period from 1 July 1996 to 30 June 1997, is the twenty-ninth of its kind prepared by the Unit since its establishment.

6. As a number of issues in such reports are of a recurrent nature, the present report should be read in conjunction with previous reports, especially the 1996 annual report.[1]

7. During the reporting period, the Unit has focused on implementing the commitments made in its 1995 and 1996 annual reports and on responding to the directives of the General Assembly, as contained in its resolution 50/233 of 7 June 1996.

II. PARTICIPATING ORGANIZATIONS

8. The following organizations have accepted the statute of the Joint Inspection Unit:

United Nations, including its affiliated bodies*

International Labour Organization (ILO)

Food and Agriculture Organization of the United Nations (FAO)

United Nations Educational, Scientific and Cultural Organization (UNESCO)

International Civil Aviation Organization (ICAO)

World Health Organization (WHO)

Universal Postal Union (UPU)

International Telecommunication Union (ITU)

World Meteorological Organization (WMO)

International Maritime Organization (IMO)

World Intellectual Property Organization (WIPO)

United Nations Industrial Development Organization (UNIDO)

International Atomic Energy Agency (IAEA)

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* United Nations Children's Fund (UNICEF)
United Nations Conference on Trade and Development (UNCTAD)
United Nations Development Programme (UNDP)
United Nations Environment Programme (UNEP)
United Nations Population Fund (UNFPA)
United Nations International Drug Control Programme (UNDCP)
World Food Programme (WFP)
United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)
United Nations Centre for Human Settlements (Habitat)
Office of the United Nations High Commissioner for Refugees (UNHCR)

III. COMPOSITION OF THE JOINT INSPECTION UNIT

9. The composition of the Unit as at 30 June 1997 was as follows:

Mr. Khalil I. Othman (Jordan),***** Chairman
Mr. Francesco Mezzalama (Italy),***** Vice-Chairman
Mr. Andrzej Abraszewski (Poland)****
Mr. Fatih Bouayad-Agha (Algeria)*****
Mr. John D. Fox (United States of America)****
Mr. Homero L. Hernández-Sánchez (Dominican Republic)*****
Mr. Boris P. Krasulin (Russian Federation)*
Mr. Sumihiro Kuyama (Japan)***
Mr. Wolfgang Münch (Germany)****
Mr. Louis-Dominique Ouedraogo (Burkina Faso)****
Mr. Raúl Quijano (Argentina)**

10. In accordance with article 18 of its statute, the Unit elected Mr. Khalil Issa Othman as Chairman and Mr. Francesco Mezzalama as Vice-Chairman for the calendar year 1997. During the year 1996, Mr. Homero L. Hernández-Sánchez and Mr. Khalil Issa Othman were, respectively, Chairman and Vice-Chairman of the Unit.

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* Term of office expires on 31 December 1997.
** Term of office expires on 31 December 1998.
*** Term of office expires on 31 December 1999.
**** Term of office expires on 31 December 2000.
***** Term of office expires on 31 December 2002.

IV. SECRETARIAT

11. The Joint Inspection Unit is assisted by a secretariat that consists of an Executive Secretary at the D-2 level, seven research officers (three P-5, one P-4, two P-3 and one P-2), four research assistants, two at the principal General Service level and two at the G-6 level, and six other General Service staff.

12. The Unit's proposed budget shows a 2 per cent negative real growth. Within this context, the Unit requested one additional post, which was more than offset by decreased requirements in certain non-post items. The Secretary-General included this request in his proposed programme budget for the biennium 1998-1999.

V. PROGRAMME OF WORK

13. The Unit has developed a procedure for the preparation of its programme of work, including basic principles and parameters that govern the whole process, in accordance with article 9 of its statute. In addition to taking into account its own observations, experience and assessment of priorities and requests of the competent organs of the participating organizations, an important part of this procedure is the solicitation of suggestions for the programme of work from the executive heads of participating organizations.

14. Integral to the preparation of the programme of work, the Unit exchanges information and views with other external oversight bodies in order to avoid duplication and overlap. It also consults with secretariat officials of participating organizations to gain a better understanding of suggestions made.

15. The Unit has established its programme of work for 1997-1998 and preliminary programme of work for 1998-1999 (A/52/267). The Unit's programmes of work are flexible enough to allow for changes in response to new emerging priority issues. The preliminary programme of work for 1998-1999, in particular, is only tentative at this stage.

16. In its note on the strengthening of external oversight mechanisms (A/51/674), the Unit officially presented to the secretariats of its participating organizations two proposals (ibid., paras. 15 (a) and (b)):

(a) Suggestions submitted to the Unit by the secretariats should, in all cases, be approved directly by the executive heads concerned, as envisaged in article 9 of the statute, to avoid past situations where suggestions received did not always represent the concerns and priorities of the entire organizations;

(b) The Administrative Committee on Coordination and its subsidiary bodies should be more involved in suggesting topics for reports of concern to the system as a whole, and/or in coordinating the suggestions of individual members of the Administrative Committee on Coordination as already proposed by the Consultative Committee on Programme and Operational Questions.

17. Of the total of 10 topics included in the 1997-1998 programme of work, two topics concern the United Nations and its affiliated bodies, five are system-wide, one concerns several organizations, one concerns a single organization and one concerns an inter-agency body. With respect to priority areas, seven are devoted to administration and management and three fall under development cooperation. In the opinion of the Unit, the combination of topics represents a relevant and well-balanced choice of priority items and complies with the General Assembly's invitation to the Unit to continue taking full advantage of its system-wide competence in undertaking comparative analyses of trends and problems faced by various organizations.

VI. MEASURES TO FURTHER ENHANCE THE FUNCTIONING OF THE JOINT INSPECTION UNIT

18. In the context of the shared responsibility envisaged by the General Assembly in its resolution 50/233, the Unit has endeavoured to fulfil its share of this responsibility.

19. In paragraph 12 of the same resolution, the General Assembly requested the Unit to continue to focus its reports on important priority items, identifying concrete managerial, administrative and programming questions aimed at providing the Assembly and other legislative organs of participating organizations with practical and action-oriented recommendations on precisely defined issues. The Unit's current reports and the items included in the 1997-1998 programme of work demonstrate its efforts in this regard. The legislative organs should assess, as a crucial element of their shared responsibility, whether the reports meet their expectations in this regard.

20. In paragraph 10, the Assembly invited the Unit to take full advantage of its system-wide competence in undertaking comparative analysis of trends and problems faced by various organizations and to propose harmonized, practical and concrete solutions. The Unit has been attentive to this invitation and has continued to focus on system-wide issues. In its 1997-1998 programme of work, the Unit has included five system-wide inspections and evaluations out of the total of 10 topics.

21. In this regard, the Unit notes that system-wide reports are more complex and require enormous data collection, analysis, inquiries and interviews, in view of the fact that there are 23 participating organizations and affiliated bodies. Moreover, in preparing system-wide reports, the Unit also needs to gather information for comparison purposes from other organizations of the system that are not participating organizations, such as the International Monetary Fund (IMF), the World Bank and the International Fund for Agricultural Development (IFAD). In some cases, the Unit also consults organizations outside the United Nations system for the sake of learning about best practices.

22. In paragraph 13 of its resolution 50/233, the Assembly requested the Unit to issue its reports well in advance of the meetings of the legislative organs of participating organizations so that the reports could be thoroughly and effectively utilized by those organs. The Unit is fully aware of this requirement and is making efforts in this regard. In preparing its reports, the Unit relies a great deal on information and data provided by the secretariats of the participating organizations. The Unit is developing its internal information technology system in order to be able, among other things, to access the databases of its participating organizations. This would reduce its requests to the secretariats of participating organizations and also help to avoid delays in obtaining the necessary data and information that too often have needlessly prolonged the preparation of a report. In this regard, cooperation and support by the executive heads of the participating organizations is indispensable.

23. In paragraph 4, the Assembly requested the Secretary-General, and invited the executive heads of organizations participating in the Unit, to take the necessary measures to ensure that the thematic reports of the Unit were listed under the appropriate substantive agenda items of the work programmes of the General Assembly and other legislative organs. The Unit believes more vigorous

implementation of this suggested practice would help significantly in assuring meaningful consideration of JIU reports.

24. In paragraph 8, the Assembly invited the legislative organs of other participating organizations to take concrete action on recommendations of the Unit. The Unit believes it is most important that this invitation from the General Assembly be implemented in order to avoid the legislative vacuum that results from the too-frequent current practice of legislative organs only taking note of JIU reports.

25. In paragraph 6, the General Assembly requested JIU to seek a more reader-friendly and uniform format of reports, taking into account new publishing technologies, which would include sections containing the objectives of the report, an executive summary, the conclusions drawn and, as appropriate, the action required to be taken by the organizations, in order to make reports as concise as possible and to comply with the existing page limit of 32 pages. The Unit has taken decisive action to implement this request. The reports issued in the past year have followed these guidelines. All reports observe the 32-page limit. The Unit has introduced a new format for its reports, and the recommendations include indications on the actions to be taken by the legislative organs and/or secretariats of the participating organizations.

26. In paragraph 9 of resolution 50/233, the Assembly reminded the Unit of its functions and powers as set out in chapter III of its statute, in particular article 5, paragraphs 1 to 3 and 5, and article 7, and requested the Unit to prepare its programme of work accordingly, bearing in mind the interests of participating organizations and the paramount need to ensure efficiency of services and proper use of funds. In response, the Unit has further focused its reports on inspections and evaluations aimed at analysing concrete managerial and administrative issues.

27. In paragraph 48 of its 1995 annual report,[2] the Unit stated that it was studying ways of having more effective leadership roles by its Chairman and Vice-Chairman, including modifying the rotational practice. In its 1996 annual report,[1] the Unit indicated that, as a first step, the Inspectors established a mechanism, consisting of the Chairman, the Vice-Chairman and the former Chairman, referred to as the Troika, with the participation of the Executive Secretary, to ensure continuity, transparency and more effective management. In this regard, the Unit has decided that, starting in 1999, the election of the Chairman and the Vice-Chairman will not follow the existing practice of regional rotation for a one-year term.

28. In order to make more effective use of its scarce staff resources, the Unit has continued to develop its internal technological information system, as indicated in paragraph 22 above. In addition to the points made in paragraph 22, this practice has also enabled the Unit to propose shifting staff resources from administrative support to research activities and the introduction of a better grade structure for its secretariat, as reflected in the Secretary-General's proposed programme budget for the biennium 1998-1999 (see A/52/6 (sect. 29), para. 29.36 and table 29.8).

29. The Unit is aware of the overall concerns of Member States regarding the mobility of staff members, as stated in General Assembly resolution 49/222 A of 23 December 1994 and reiterated in the report of the Open-ended High-level Working Group on the Strengthening of the United Nations System.[3] Similar concerns have been raised by the Joint Inspection Unit itself (see A/51/656), and the Administrative Committee on Coordination has also referred to the

matter. Taking into account that JIU is a system-wide body, the Unit believes its staff should be drawn from any of its participating organizations. The Unit believes this matter needs to be addressed in consultation with the Administrative Committee on Coordination. It is equally important that the secretariat of the Unit have the correct mix of skills and of well-qualified and competent staff.

30. In response to General Assembly resolution 50/214 of 23 December 1995 (para. 63), the Unit established in early 1996 appropriate procedures for allocating travel funds so as to ensure their most effective use in accordance with specific reports and activities related to the implementation of its work programme. As part of the preparation of the Unit's programme of work, referred to in paragraph 13 above, the Unit has further developed these procedures and established core travel cost estimates for each planned report or note.

31. Also as part of the efforts to enhance the functioning of JIU, the Unit took advantage of the presence in Geneva of the Minister for Foreign Affairs of Burkina Faso to meet with him and discuss issues related to the work of the Unit.

VII. RELATIONS AND COOPERATION WITH PARTICIPATING ORGANIZATIONS AND OTHER OVERSIGHT BODIES

A. Participating organizations

32. The Chairman held meetings with the President of the General Assembly and the Secretary-General. Meetings were also held by the Chairman and Inspectors with the executive heads of the participating organizations and other high-level officials of the United Nations system to exchange views on issues of common interest and in connection with the preparation of JIU reports.

33. During the reporting period, the Inspectors concerned introduced and discussed the Unit's reports in the legislative organs of participating organizations and followed their deliberations. The Inspectors also made on-the-spot inquiries as part of the preparation of other reports. Those meetings and introductions included the following:

(a) Fifty-first session of the General Assembly and its resumed session, at which the following reports were introduced:

(i) Feasibility study on the relocation of the United Nations Institute for Training and Research to the Turin Centre;

(ii) Comments of the Joint Inspection Unit on final reports produced by the Office of Internal Oversight Services;

(iii) Common services at United Nations Headquarters;

(iv) Inspection of the application of United Nations recruitment, placement and promotion policies (Part II - Placement and promotions);

(v) Comparison of methods of calculating equitable geographical distribution within the United Nations common system;

(b) Ninety-ninth session of the Executive Board of the World Health Organization, Geneva, 13-22 January 1997;

(c) Two hundred sixty-eighth session of the Governing Body of the International Labour Organization, Geneva, 3-24 April 1997;

(d) Fifty-third session of the Commission on Human Rights, Geneva, 10 March-18 April 1997;

(e) Seventh special session of the Industrial Development Board of the United Nations Industrial Development Organization, Vienna, 21-23 April 1997;

(f) Fiftieth session of the World Health Assembly of the World Health Organization, Geneva, 5-17 May 1997;

(g) One hundredth session of the Executive Board of the World Health Organization, Geneva, 19-20 May 1997;

(h) Twenty-eighth meeting of representatives of internal audit services of the United Nations organizations and multilateral financial institutions, Harare, 2-4 June 1997;

(i) Eighty-fourth session of the General Conference of the International Labour Organization, Geneva, 3-19 June 1997;

(j) Thirty-seventh session of the Committee for Programme and Coordination, New York, 9 June-3 July 1997, at which the JIU report on coordination of policy and programming frameworks for more effective development cooperation was discussed;

(k) Two hundred sixty-ninth session of the International Labour Organization, Geneva, 21 June 1997;

(l) Meeting of the Special Committee on Peacekeeping Operations, New York, June 1997, at which the JIU report on military components of the United Nations peacekeeping operations was introduced;

(m) Twelfth meeting of senior fellowship officers of the United Nations system.

B. Other oversight bodies

34. The Unit formally proposed to the Board of Auditors to hold at least two regular substantive meetings together with the Office of Internal Oversight Services in order to compare notes on their respective programmes of work with a view to preventing potential duplications and overlapping in their respective and distinct oversight functions. The initiative was welcomed by both the Board and the Office of Internal Oversight Services. The three bodies have agreed that the first substantive meeting will be carried out by teleconferencing and the second will take place when the Chairman of the Joint Inspection Unit is at United Nations Headquarters during the General Assembly session. A first meeting devoted to discuss organizational and procedural issues was held in May 1997. A substantive meeting is expected to be held before the end of 1997, during the fifty-second session of the General Assembly.

35. The presentation to the Advisory Committee on Administrative and Budgetary Questions of the Unit's proposed programme budget for the biennium 1998-1999 was an occasion for an exchange of views on the functioning of JIU.

36. The participation of JIU in the above-mentioned twenty-eighth meeting of representatives of internal audit services of the United Nations organizations and multilateral financial institutions, as well as in the meeting of the Geneva-based internal oversight bodies, were good opportunities for the Inspectors to exchange views with those services on issues of common interest.

37. The Unit and the Office of Internal Oversight Services have continued to strengthen their working relations. Several meetings between both bodies have been held during the period aimed at seeking ways to improve their cooperation in the coverage of their distinct and complementary oversight functions and to prevent, to the extent possible, duplication and overlap between their respective programmes of work. The Unit and the Office discussed a procedure to facilitate the provision of General Assembly resolution 48/218 B of 29 July 1994, under which the Office was mandated to ascertain compliance of programme managers with the approved recommendations of external oversight bodies. Both bodies agreed that one effective way for the Office to carry out this function was to use the pertinent reports of JIU while conducting audits, inspections, evaluations and/or investigations in the various services of the United Nations Secretariat.

38. The Unit has continued to provide the General Assembly with its comments, as appropriate, on final reports prepared by the Office of Internal Oversight Services.

VIII. FOLLOW-UP ON JOINT INSPECTION UNIT REPORTS AND RECOMMENDATIONS

39. The lack of a clear mechanism for following up the status of implementation of JIU recommendations has been a continuous concern of Member States, as well as of the Unit. It has been the subject of a number of General Assembly resolutions, including the following:

(a) Resolution 32/199 of 21 December 1977, requesting the Secretary-General to submit annually a report on the implementation of JIU recommendations;

(b) Resolution 41/213 of 19 December 1986, in which the General Assembly approved the report of the Group of High-level Intergovernmental Experts to Review the Efficiency of the Administrative and Financial Functioning of the United Nations (Group of 18), which recommended, among other things, that the competent and relevant bodies and organizations should ensure that the JIU reports were adequately dealt with and the recommendations approved by them implemented, and that the other legislative organs of the organizations of the system should be invited, as called for in Assembly resolution 38/229 of 20 December 1983, when considering reports of the Unit, to indicate those recommendations they approved and those they did not;[4]

(c) Resolution 42/218 of 21 December 1987, in which the General Assembly, convinced that more systematic follow-up on the implementation of recommendations of the Joint Inspection Unit would increase the usefulness of the inspection function, particularly in encouraging constructive dialogue between the Unit and the various organizations of the United Nations system, requested the Unit to include in its annual report a section on its findings regarding the implementation of its recommendations;

(d) Resolution 44/184 of 19 December 1989, in which the Assembly specified that the Secretary-General's report on implementation of JIU recommendations should include the recommendations of the Unit and related decisions of the Assembly and other governing bodies;

(e) Finally, the primary concern of the Group of 18, as also reflected in the above-mentioned resolutions, that sufficient attention had not been given to JIU reports and recommendations was reiterated in resolution 50/233, by which the Secretary-General was requested, and the executive heads of organizations participating in the Unit were invited, to take the necessary measures to ensure that the thematic reports of the Unit were listed under the appropriate substantive agenda items of the work programme of the General Assembly and of legislative organs of the other participating organizations, and invited the legislative organs of other participating organizations to take concrete action on the recommendations of the Unit.

40. The legislative organs continue to take note of the JIU reports and recommendations, including those recommendations requiring specific action by the legislative organ concerned. When actions are taken, they are not systematically reported to JIU as stated in article 11, paragraph 4 (f). This has made it difficult for the Unit to follow up on the status of its recommendations.

41. The problem can be traced to procedures followed by the participating organizations in treating the Unit's reports, when and how they present them to their legislative bodies and what they do with the decisions taken.

42. According to articles 11 and 12 of the JIU statute, the procedures followed by the participating organizations should entail two steps: the first is the handling of the report starting from the original version sent by JIU to the participating organizations for action by their legislative organs, and the second is the follow-up and reporting on the status of implementation of JIU recommendations.

43. As to the first step, the Secretary-General of the United Nations distributes all JIU reports as a General Assembly document. At a later stage, comments of the Secretary-General and/or the Administrative Committee on Coordination are circulated on the specific reports for consideration by the Assembly, together with the concerned report, although in most cases the time limit is not observed. In a number of other cases, the heads of organizations submit to their legislative bodies relevant JIU reports they consider of interest to those organizations, with their comments; in other cases, the procedure is not clear.

44. As to the second step, and as explained in the 1995 annual report,[5] several years ago a practice was established whereby every year JIU would indicate four of its reports, issued three or four years earlier, to the Secretary-General for follow-up. In the same annual report, the Unit noted that it had decided to discontinue that practice because all the recommendations of JIU, as approved by the legislative organs, must be subjected to a follow-up.

45. In conclusion, while most of the JIU participating organizations have procedures in place for processing JIU reports up to the stage of submitting them to their legislative organs, those procedures fall short of the measures called for in article 11 of the JIU statute. Furthermore, the organizations do not have a system of follow-up on the implementation of JIU recommendations.

46. In view of the above and the importance of follow-up on JIU reports and compliance with their recommendations, the Joint Inspection Unit is submitting, in annex I to the present report, an official proposal entitled "Towards a more effective system of follow-up on reports of the Joint Inspection Unit" for consideration and action by the legislative organs of its participating organizations.

Notes

[1] Official Records of the General Assembly, Fifty-first Session, Supplement No. 34 (A/51/34).

[2] Ibid., Fiftieth Session, Supplement No. 34 (A/50/34).

[3] Ibid., Fifty-first Session, Supplement No. 24 (A/51/24), draft resolution, annex, para. 77.

[4] Ibid., Forty-first Session, Supplement No. 49 (A/41/49).

[5] Ibid., Fiftieth Session, Supplement No. 34 (A/50/34), para. 85.

Annex I

TOWARDS A MORE EFFECTIVE SYSTEM OF FOLLOW-UP ON REPORTS OF THE JOINT INSPECTION UNIT

A. Introduction

1. The value of a JIU report depends on effective follow-up. Effective follow-up requires (a) that the reports be given active and serious consideration by the legislative organs of the participating organizations, with the benefit of specific and timely comments on them by the secretariats, and (b) that there is expeditious implementation of the approved recommendations contained in them, with full reporting on the implementation measures taken and analysis of the resulting impact.

2. This system of follow-up is based on the JIU statute, which has been accepted by all JIU participating organizations, and on General Assembly resolution 50/233 of 7 June 1996, including the resolutions reaffirmed therein.

B. Necessary conditions for effective follow-up

3. The General Assembly, in resolution 50/233, stressed that the impact of the Unit on the cost-effectiveness of activities within the United Nations system was a shared responsibility of the Member States, the Unit and the secretariats of participating organizations.

1. Joint Inspection Unit

4. In order for the JIU reports to be thoroughly and effectively utilized by the legislative organs of participating organizations, as called for by the General Assembly in paragraph 13 of resolution 50/233, the recommendations included in JIU reports must be (a) directed at correcting clear deficiencies with practical, action-oriented measures to solve significant problems; (b) convincing and well-supported by the facts and analysis in the report; (c) realistic in terms of implied resource commitments and technical capabilities; (d) cost-effective; and (e) specific regarding actions to be taken, and those responsible for taking actions, so that implementation and resulting impact can be clearly tracked.

5. The Unit should submit its reports to the executive heads of its participating organizations sufficiently in advance of the meetings of legislative organs to be thoroughly and effectively utilized at the meetings.

2. Executive heads of the participating organizations

6. Upon receipt of reports, the executive heads concerned will distribute them immediately, with or without their comments, to the member States of their organizations, as called for in article 11, paragraph 4 (c), of the JIU statute.

7. The executive heads concerned with a report will assure that the report, with their comments, will be submitted to the appropriate legislative organs within the time-frames specified in article 11, paragraphs 4 (d) and (e), of the JIU statute, that is, for a report concerning only one organization, not later than three months after receipt of the report for consideration at the next meeting of the competent organ, and for reports concerning more than one

organization, not later than six months after receipt of the Unit's report for consideration at the next meeting of the competent organs concerned.

8. The executive heads, in addition to assuring that their comments on reports are timely, will also assure that their comments are specific in addressing the recommendations of the report and well supported.

9. As called for by the General Assembly in paragraph 4 of its resolution 50/233, the executive heads will take the necessary measures to ensure that the thematic reports of the Unit are listed under the appropriate substantive agenda items of the work programme of the appropriate legislative organs of the participating organizations.

10. The executive heads should assist the appropriate legislative organs in planning their work programmes to assure that sufficient time is allocated for active and serious consideration of JIU reports.

3. Legislative organs

11. With the assistance of the executive heads, the legislative organs should plan their work programmes so that sufficient time is allocated to allow for active and serious consideration of the relevant JIU reports.

12. The legislative organs should take concrete action on each recommendation of a JIU report under consideration, as called for in paragraph 8 of General Assembly resolution 50/233, rather than just taking note of the report as a whole. This is a necessary requirement for JIU reports to have impact, in view of article 5, paragraph 5, of the JIU statute, which provides that the Inspectors of the Unit may make recommendations but have no power of decision.

C. Follow-up procedures

13. Procedures to assure effective follow-up would involve tracking and reporting on (a) steps taken to assure active and serious consideration of the JIU reports after they have been issued by the Unit and (b) measures taken to implement approved/accepted recommendations and determine their impact.

1. Consideration of JIU reports

14. The Unit will establish a systematic process for tracking each step taken towards consideration of a report by the appropriate legislative organs, including measures taken by secretariat officials, in accordance with article 11, paragraph 4, of the JIU statute. This tracking system will be updated to reflect each step as it is taken, and reports in the form of a matrix will be issued quarterly for the information of Member States. This continually updated matrix will also be made available on-line.

15. To the extent that the matrix indicates that the reporting time-frames specified in article 11 of the JIU statute are not being met, reminder notices will be sent, initially to the JIU focal points in the appropriate organizations, and later to the executive heads if the delays are not corrected, with copies sent to the presiding officers of the concerned legislative organs. The sending of such reminder notices will be included in the matrix.

16. The JIU annual report will include consideration of problems experienced in having reports given active and serious consideration by appropriate legislative organs.

2. Implementation of approved/accepted recommendations

17. Once a report is considered by the legislative organs and decisions taken on the report as a whole and on specific recommendations, the executive heads of the concerned organizations will ensure expeditious implementation of approved/accepted recommendations (see para. 19 below) and full reporting on measures taken to the appropriate legislative organs. JIU will monitor actions taken.

18. Recommendations accepted by the executive heads of concerned organizations, even if not acted upon by the appropriate legislative organs, will be subject to follow-up and compliance.

19. At the conclusion of the meetings of the legislative organs, the executive heads of the participating organizations will send to the Unit a list of JIU reports given consideration at those meetings and indicate those recommendations within each report that were approved, including, with explanation, those recommendations the organizations believe have already been implemented.

20. The executive heads of concerned organizations, following a format developed by JIU, will prepare a chart (matrix) for each report given consideration at a meeting of a legislative organ, indicating:

(a) Recommendation;

(b) Unit responsible for implementation;

(c) Official in charge of implementation;

(d) Timetable for implementation;

(e) Initial impact of implementation.

21. The completed chart will be sent to JIU and to the bureau of the appropriate legislative organ.

22. Executive heads will submit reports on the implementation of JIU recommendations and their impact to their appropriate legislative organs in accordance with the established meeting schedules of the legislative organs, with copies sent to the JIU sufficiently in advance to allow for comments as the Unit considers appropriate.

23. In accordance with article 12 of the JIU statute, the legislative organs should systematically verify the implementation of approved recommendations and request the Unit to issue follow-up reports as they deem appropriate.

24. JIU will include in its annual report information and analysis on the implementation of JIU recommendations and their impact. This section of the report will note the extent to which established timetables for implementation of recommendations are being maintained. It will also indicate the status of action on specific recommendations, such as no action yet taken, action under way, action completed, or no action intended.

25. The legislative organs will examine these reports and give appropriate guidance to the executive heads concerned and the Unit.

Annex II

JOINT INSPECTION UNIT REPORTS ISSUED DURING THE REPORTING PERIOD

A/51/642	Feasibility study on the relocation of the United Nations Institute for Training and Research to the Turin Centre (JIU/REP/96/2)
A/51/656	Inspection of the application of United Nations recruitment, placement and promotion policies (Part II - Placement and promotions) (JIU/REP/96/6)
A/51/686	Common services at United Nations Headquarters (JIU/REP/96/5)
A/51/705	Comparison of methods of calculating equitable geographical distribution within the United Nations common system (JIU/REP/96/7)
A/51/636-E/1996/104	Coordination of policy and programming frameworks for more effective development cooperation (JIU/REP/96/3)
A/51/655-E/1996/105	Review of financial resources allocated by the United Nations system to activities by non-governmental organizations (JIU/REP/96/4)
	Strengthening field representation of the United Nations system (JIU/REP/97/1)
	United Nations publications - Enhancing cost-effectiveness in implementing legislative mandates (JIU/REP/97/2)